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January 27, 2004

Ms. Jessica Tulodo  
Cognizant Technical Officer  
United States Agency for International Development  
c/o American Embassy  
Jl. Medan Merdeka Selatan 3-5  
Jakarta 10110, Indonesia

RE: Contract No. LAG-I-00-99-00036-00, Task Order No. 806  
UI Project 06967-008, Development of the Foundation for Local Government Innovation  
Quarterly Task Order Progress and Cost Report, October to December 2003

Dear Ms. Tulodo:

Please find enclosed the *Quarterly Task Order Progress and Cost Report, October to December 2003*, Development of the Foundation for Local Government Innovation as required under Section F.12 of the above referenced contract.

Please direct any technical questions to Mr. Leroy Hollenbeck, Chief of Party at 62-21-390-2422 or leroy@clgi.or.id. Questions of a contractual nature should be addressed to me at (202) 261-5818.

Sincerely,

Marcus L. Stevenson

Enclosures

cc: Dale Gredler (CTO, USAID Washington)  
Leroy Hollenbeck (CoP, Chemonics International)  
USAID Development Clearinghouse  
IAC Deliverables File (06967-008)

**QUARTERLY TASK  
ORDER PROGRESS  
AND COST REPORT**

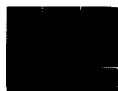
**October to December  
2003**

**DEVELOPMENT OF  
THE FOUNDATION  
FOR LOCAL  
GOVERNMENT  
INNOVATION  
(Indonesia)**

Prepared for



Development of the Foundation for Local Government Innovation  
U.S. Agency for International Development  
Contract No. LAG-I-00-99-00036-00, DO No. 806



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(YIPD / CLGI)*

January 2004  
UI Project 06967-008



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### ATTACHMENTS

- Cost Report
- Reports, Papers, Publications
- YIPD / CLGI Inventory List

## GLOSSARY

<b>ADEKSI</b>	Association of Local Municipal Parliaments
<b>ADKASI</b>	Association of Local Regency (Kabupaten) Parliaments
<b>APEKSI</b>	Association of Local Municipal Governments
<b>APKASI</b>	Association of Local Regency (Kabupaten) Governments
<b>APPSI</b>	Association of Provincial Governments
<b>BAPPEDA/BP3D</b>	Local government development planning office
<b>BIGG</b>	Building Institutions for Good Governance (USAID-funded project)
<b>BPCG</b>	Best Practices Coordinating Group
<b>Bupati</b>	Most senior government official at the kabupaten/district level of government
<b>Camat</b>	Most senior government official at the kecamatan/sub district level of government
<b>CBNA</b>	Capacity building needs assessment
<b>CIDA</b>	Canadian International Development Agency
<b>CLGI</b>	Center for Local Government Innovation
<b>Dinas</b>	Indonesia government technical service agency
<b>FGD</b>	Focused group discussion
<b>FHI</b>	Family Health International
<b>FIGI</b>	Foundation for Indonesia-U.S. Governance Innovations
<b>GSU</b>	Georgia State University
<b>Kementrian</b>	Indonesian State Ministry of ???
<b>KPC</b>	Kaltim Prima Coal
<b>LGA</b>	Local Government Associations
<b>LGA/CG</b>	Local Government Associations / Coordinating Group
<b>LGF</b>	Local Governance Forum
<b>LP2G</b>	<i>Lembaga Pengkajian Pembangunan Gorontalo</i> (Gorontalo Development Review Foundation)
<b>Lurah</b>	Most senior government official at the local government level just below camat
<b>MOF</b>	Ministry of Finance
<b>MOHA</b>	Ministry of Home Affairs
<b>NTB</b>	<i>Nusa Tenggara Barat</i> (West Nusa Tenggara Province)
<b>Perda</b>	Government regulation
<b>POKJA</b>	Working group
<b>PSKMP-UNHAS</b>	Center for Public Policy and Development Management Studies, Hasanuddin University
<b>PUSKESMAS</b>	Local community health center
<b>Renstra</b>	Strategic plan
<b>Sekda</b>	Local government Secretary to the Bupati
<b>Selatan</b>	South (i.e., Sulawesi Selatan)
<b>Semiloka</b>	Acronym for <i>seminar/lokakarya</i> (seminar/workshop)
<b>SIAP</b>	Service Improvement Action Plan
<b>Tengah</b>	Central (i.e., Lombok Tengah; Sulawesi Tengah)
<b>Timur</b>	East (i.e., Lombok Timur)
<b>TPS</b>	Temporary solid waste/dump site
<b>Tupoksi</b>	Acronym for <i>tugas pokok dan fungsi</i> (main job and functions)
<b>UNEM</b>	Universitas Negeri Makassar (Makassar National University)
<b>USAID</b>	US Agency for International Development
<b>Yayasan</b>	Foundation
<b>YDPM</b>	<i>Yayasan Dinamika Pembangunan Masyarakat</i> (Foundation for People's Dynamic Development)
<b>YIPD</b>	<i>Yayasan Inovasi Pemerintahan Daerah</i> (Foundation for Local Government Innovation)



## QUARTERLY TASK ORDER PROGRESS AND COST REPORT

October to December 2003

### Development of the Foundation for Local Government Innovation (Indonesia)

**Task Order No.:** LAG-I-00-99-00036-00, DO No. 806

**Date of Issuance:** October 10, 2001

**Amount Obligated Under Task Order:** \$ 4,600,000

**Total Potential Task Order Amount:** \$ 5,546,216

**Dollars Expended To-date:** \$ 2,778,572  
(60.4% of obligated; 50.1% of budget)

**Key Personnel:** Mr. LeRoy Hollenbeck, Chief of Party  
62-21-390-2422; 391-8704; [leroy@clqi.or.id](mailto:leroy@clqi.or.id)

#### Task Order Description

Under this three-year Task Order, an independent, non-profit Indonesian Foundation (*yayasan*) will be established to support Indonesian Local Government Associations, and Indonesian local governments themselves, to gain access to expert advice, analysis, and services that assist them to improve their performance. The objective is to develop the Foundation as a technical service organization that is a sustainable resource of ideas, concepts, and innovations on a broad range of local government issues and sectors. The Foundation is to be "owned"<sup>1</sup> by local governments and their Associations for the purpose of contributing to Indonesia's decentralization program by enabling local governments to manage and provide services and resources effectively. It is expected that the Foundation will offer expert advice and policy analysis for use by the Local Government Associations in programs of advocacy on behalf of local governments. It is also anticipated that the Foundation will seek to become a respected and authoritative clearinghouse for information on local governments with extensive domestic and international links to other institutions that possess resources useful to local governments.

#### I. HIGHLIGHTS

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<sup>1</sup> "Owned" is defined to mean that nominated local government officials and the Executive Directors of five of the Local Government Associations participate as members on one of the three Foundation Boards in equal standing to other Board members.

This 9<sup>th</sup> Quarterly Task Order Progress and Cost Report<sup>2</sup> highlights major activities of the Quarter just completed (October – December 2003). All activities continued to be focused on transforming the Center for Local Government Innovation (referred to hereafter either as the Center or YIPD/CLGI<sup>3</sup>) into a sustainable organization in support of Indonesian decentralization. Approximately 10 months<sup>4</sup> remain to ensure that financial and technical sustainability, and the Center's independence and self-sufficiency post-USAID support, can be achieved.

YIPD/CLGI continued to transition from a USAID-financed project to an institutional program run through a legally established Indonesian *Yayasan*. What remains is to completely transfer program and administrative responsibility from the USAID contractors to the *Yayasan* prior to the end of the Project.

As with previous Quarters, YIPD/CLGI national and expatriate personnel made significant progress on many critical program activities. Major highlights of the Quarter just ended include:

## **A. Foundation Development**

### **1. Accelerating/Strengthening Coordination with USAID's Managing Basic Education Project and Technical Support for Decentralization Reform in Indonesia Project**

YIPD/CLGI continued to work closely with key personnel from the USAID-financed Managing Basic Education (MBE) initiative, including frequent discussions with the Project's Chief of Party. MBE's national long-term education specialist, Mr. Edy Priyono, commenced working out of the YIPD/CLGI Offices during this Quarter.

Although the U.S.-based GSU-PADCO Team on the USAID-financed Technical Support for Decentralization Reform in Indonesia Project was unable to visit Indonesia this Quarter, their national long-term policy specialist, Mr. Kismet Kosasih, continued work on the project integrating his activities more with those of YIPD/CLGI. The national policy specialist focused on completing the decentralization policy matrix, represented YIPD/CLGI at a number of decentralization seminars and workshops, and worked closely with YIPD/CLGI staff on selected public-private sector initiatives.

### **2. Strengthening Local Government Commitment**

YIPD/CLGI continued to encourage more active local government participation in implementation of regional, demand-driven initiatives. This included securing local government counterpart funding for all local costs, i.e., venue rental, meals, local travel, honoraria, training materials, etc. This approach proved successful in 2003 and will be expanded in 2004 to include local government financing for specific YIPD/CLGI direct costs, i.e., salaries, travel to and from Jakarta, and local accommodation.

## **B. Products And Services**

### **1. Progress with Pilot Initiatives in Performance Management, Asset Management, Performance Budgeting, Strategic Management, and Organizational Development**

<sup>2</sup> The 9<sup>th</sup> Quarter of the Project (4<sup>th</sup> Quarter 2003) is also the first quarter of the Project's last year.

<sup>3</sup> The Center for Local Government Innovation became a legally recognized Indonesian foundation December 2002. It is now referred to by its Indonesian name *Yayasan Inovasi Pemerintahan Daerah*, or YIPD.

<sup>4</sup> The SUM IQC was amended extending the current contract through 21 October 2004.



YIPD/CLGI staff advanced its **performance management** activities in selected pilot sectors of the City of Pontianak, East Kalimantan; Kabupaten Sleman, Yogyakarta; and the City of Gorontalo, Sulawesi. In addition, YIPD/CLGI published its Performance Management Manual based on the results of its year-long performance management initiatives. In Pontianak, solid waste disposal activities, especially at the various temporary dumpsites (TPS), showed significant improvement based on outcome indicators developed under the project. Discussions continued with the publisher of the local newspaper to become involved in the solid waste disposal activities developed by the Pontianak City government. Kabupaten Sleman local government officials expressed a desire to include all service delivery units in the performance management program. In Gorontalo, YIPD/CLGI, with its local partner LP2G (Gorontalo Development Review Foundation), implemented a three-day performance management training session attended by 37 local government officials. The training was so well received that the local government requested expanding the training to all city government offices.

YIPD/CLGI continued Phase II **asset management** activities in Kabupaten Sleman, focusing on improving its property asset management capacity. Local government officials appraised 90 property parcels. Their final report will be released in January 2004. Kabupaten Sleman stepped up their counterpart assistance by providing lodging and other logistical support for YIPD/CLGI staff during visits to the Kabupaten.

YIPD/CLGI, with technical assistance from two Kabupaten Sleman Finance Staff, provided two days of training on the principles of **performance budgeting** to Kabupaten Morowali, Sulawesi Tengah staff, an activity partially funded under the CIDA initiative in Sulawesi.

In another CIDA-funded activity, YIPD/CLGI staff continued its technical assistance on **strategic management** for Kecamatan Maritanggae and Kulo, Kabupaten Sidenreng Rappang (Sidrap), South Sulawesi. YIPD/CLGI and its local partner PSKMP-UNHAS (Center for Public Policy and Development Planning Studies, Hasanuddin University, Makassar) provided guidance on preparation of strategic plans.

YIPD/CLGI, in collaboration with its local partner *Yayasan Dinamika Pembangunan Masyarakat (YDPM)*, continued technical support for **organizational development** in Kabupaten Lombok Timur, NTB; and with funds from CIDA, continued organizational development activities in Kabupaten Sinjai, South Sulawesi. The focus in Lombok Timur was on analysis of main job tasks and responsibilities of each new local government unit identified during the first stage. In Sinjai, YIPD/CLGI facilitated a meeting between the local government of Kabupaten Sinjai and the City of Makassar to discuss tripartite collaboration in implementing the job analysis program in Sinjai. A resource person from Makassar was identified and participated as a trainer in the Sinjai training.

## 2. Sourcing / Securing Non-USAID Funds – Pursuing Financial Sustainability

YIPD/CLGI's four-pronged approach at sourcing and securing long-term, non-USAID sources of funding in pursuit of financial sustainability intensified during this Quarter. Increased emphasis was placed on obtaining both private sector and local government counterpart financial commitments for activities implemented in the various regions. YIPD/CLGI is working with, or is providing assistance to, 18 local governments<sup>5</sup> with programs

<sup>5</sup> These are: City of Pontianak (East Kalimantan); Kabupaten Kutai Timur (East Kalimantan); Kabupaten Sleman (Central Java); Kabupaten Bojonegoro (East Java); Kabupaten Bangli (Bali); Kabupaten Lombok Timur (NTB); City of Gorontalo (Gorontalo); City of Manado (North Sulawesi); Kabupaten Morowali (Central Sulawesi); Kabupaten Sinjai, Kabupaten Bantaeng, Kabupaten Sidenreng Rappang (South

covering a range of activities including performance management, financial management, organizational development, strategic management, and change management. Local government counterpart contributions increased during the Quarter.

YIPD/CLGI continued strengthening its public-private partnerships. Work under the **BP** contract in the Bird's Head, Papua, specifically in Kabupaten Teluk Bintuni and Kabupaten Manokwari, began during the Quarter. YIPD/CLGI, in collaboration with its local partner (Universitas Papua), fielded a five-person team for one week to undertake the initial capacity building needs assessment.

YIPD/CLGI met again with **PT. Freeport** officials and agreed to implement a one-year initiative in Kabupaten Mimika, Papua. The total budget was reduced to approximately US\$ 70,000. Activities will focus on local government financial management and organizational development at the kecamatan (sub district) level of government. YIPD/CLGI fielded a two-person team for initial discussions with local Kabupaten Mimika government officials to gauge their responsiveness and commitment for selected interventions. Freeport McMoRan out of New Orleans financed this initial visit.

Staff on the YIPD/CLGI-Citizens International consortium, under a US\$ 20,000 grant from **Freeport McMoRan**, New Orleans, commenced preliminary work on activities for the Papua Highlands Development Foundation study. An initial work plan was prepared and a draft of materials to be presented to various donors and other interested stakeholders was finalized. This activity will focus on Kabupaten Paniai, Puncak Jaya and Jayawijaya in the Indonesian province of Papua.

## C. Communications

### 1. YIPD/CLGI Clearinghouse

The Center's Innovation and Best Practices Clearinghouse continued to develop its quality and content through a number of activities. Total Web site visitors reached 24,500, an increase of 11,400 visitors (87%), compared to the previous Quarter. The average number of visitors per day is now 330. There are currently 470 Web site members, an increase of 150 members (47%), compared to the previous Quarter. The Web site now contains 1,900 records in the local government directory, 50 best practices documents, 98 various references materials, 336 links and 1,999 electronic news items. In addition, the Clearinghouse now manages seven individual databases and is establishing a Local Government Documentation Network <http://pelatihan.lib.itb.ac.id>.

### 2. Best Practices

YIPD/CLGI, as the coordinator, provided a summary of the results of the working group meeting to the Best Practices Coordinating Group (BPCG). The information included a set of standards for best practices and a list of potential best practices candidates in Indonesia.

### 3. Mapping Study / Donor Coordination



YIPD/CLGI continued its mapping study, intensifying data collection, entry, validation and analysis efforts. The mapping study will be published in January 2004 and will provide comprehensive information on what the various donors are doing, where the initiatives are taking place, and at what cost.

#### **4. Delphi Forecasting Study**

The Delhi Forecasting Study entitled "Delphi Forecast of Future Conditions and Events That Will Impact Local Governments of Indonesia During Years 2004-2008" was completed. Publication of the study is expected during the first Quarter of 2004.

## **II. PROGRESS OF MAJOR ACTIVITIES**

The YIPD/CLGI Team made significant progress during the Project's 9<sup>th</sup> Quarter. A detailed description of major activities according to their respective tasks as articulated in the approved YIPD/CLGI Year 2 Work Plan is provided below.

### **Task 1. General Program Support Activities**

- YIPD/CLGI staff began preparing the Year 3 Work Plan.
- An updated inventory of YIPD/CLGI equipment and supplies is attached to the end of this report.

### **Task 2. Foundation Development**

#### **A. Staffing / Recruitment**

- The process for selecting the YIPD/CLGI National Executive Director continued. Five members of the YIPD Board of Directors, along with the acting Executive Director, interviewed 24 short-listed candidates out of a total of 184 applicants. Names of the top five candidates were sent to the Trustees (*Pembina*) for their assessment. A final decision on the National Executive Director is expected before the end of February 2004 with the individual assuming his/her post no later than April 2004.
- YIPD/CLGI recruited an accountant/subcontract-grants specialist, Ms. Yokebeth Hartanti, who commenced work 1 December 2003. This was the position vacated by the resignation of Ida Suriany.

#### **B. Organizational Development**

- **Coordination with the YIPD Board of Directors.** YIPD/CLGI involved selected members of the Board of Directors in the National Executive Director selection process. A number of them agreed to interview the short-listed candidates. YIPD/CLGI held its second combined Board meeting to discuss progress with the various Center activities during 2003, status of the selection process of the National Executive Director and YIPD input into the 2004 Work Plan.
- **Internal Staff Training.** A team-building session for the entire YIPD/CLGI staff planned for October 2003 was postponed to 2004 to be able to include the new Executive Director and selected YIPD Board

members. The objective of the 3-day session will be to develop better internal working mechanisms and coordination.

- **Coordination with the Local Government Associations.** In collaboration with NDI and ICMA, YIPD/CLGI co-sponsored a National Local Government Association Seminar in Jakarta. This two-day event included speakers from the League of Oregon Cities (Linda Ludwig), former Board member of the New Zealand Local Government Association (Michael Willis) and the former Executive Director of the Association of Mexican Municipalities (Oscar Vega). The objective of the Seminar was to increase the knowledge and information of staff and Directors of the Local Government Associations (ADEKSI; ADKASI; APEKSI; APKASI) in the areas of advocacy, leadership and financial sustainability. The Local Government Associations were also encouraged to provide input into the YIPD/CLGI 2004 Work Plan.

#### C. Networking/Internal Institutional Strengthening

- **Australian AID Agency (AusAID).** AusAID approached YIPD/CLGI for assistance in identifying Indonesian public administration specialists for their local government support program. It was suggested that the individual be recruited through YIPD/CLGI and managed by the Center for the duration of the assignment. A decision from AusAID is pending.
- **Canadian International Development Agency (CIDA).** YIPD/CLGI submitted its year-end report to CIDA for the Sulawesi initiatives. The report provided a status update on YIPD/CLGI ongoing programs supported with CIDA funds. YIPD/CLGI suggested that CIDA extend the current program at no additional cost until March 2004 as a number of activities still needed time for full completion.

YIPD/CLGI was invited to participate in CIDA's 2004-2008 Country Program Briefing. Attendance at this briefing provided the Center an opportunity to learn what CIDA was planning with their 2004 development budget (C\$ 17.0 million), nearly all of which is to be spent in Sulawesi. YIPD/CLGI should be well positioned to obtain funding for a second year.

- **German Society for Technical Cooperation (GTZ).** YIPD/CLGI participated in the GTZ-chaired Donor Working Group on Decentralization. YIPD/CLGI was designated to lead a 'Mini Group' on efforts to better coordinate donor assistance for decentralization and set up a sustainable mechanism for doing so. The results of this Mini Group exercise were presented to the larger Donor Roundtable. One option explored was for donors to finance a dedicated Secretariat to manage donor coordination for the long-term. YIPD/CLGI is positioning itself to become the home of the dedicated management Secretariat.

YIPD/CLGI's Local Government Evaluation Specialist and Training Specialist continued to spearhead collaboration efforts with the GTZ Urban Quality Project for a local government capacity building initiatives in the City of Mataram and Kabupaten Lombok Tengah, both in the province of NTB. An initial meeting was held in Mataram, NTB to discuss the partnership and program for Mataram. A similar meeting in the capital of Lombok Tengah followed. It was agreed YIPD/CLGI would prepare a TOR, designing an organizational development program for the City of Mataram. The Team was still waiting for a response from Lombok Tengah as of the end of the quarter. GTZ-Urban Quality expressed an interest to fund all YIPD/CLGI costs for the Mataram initiative during 2004. YIPD/CLGI received a draft Memorandum of



Understanding (MoU) with GTZ-Urban Quality for activities in the City of Mataram. The MoU is expected to be signed in early February 2004.

YIPD/CLGI's Local Government Management Specialist was invited by GTZ to present a paper on the results of the Center's capacity building needs assessment (CBNA) in Kabupaten Kutai Timur, East Kalimantan, as part of a GTZ training of trainers. The objective was to share ideas on how YIPD/CLGI developed its CBNA for the activity funded by the private coal mining company KPC.

- **IDP Education Australia.** YIPD/CLGI's Executive Director met with the Director of IDP, Dr. Isla Winarto, to follow-up on possible areas of collaboration. Explored were ways IDP and YIPD/CLGI could collaborate on proposals being submitted to the ADB and the World Bank in the education sector.
- **State Ministry For Accelerating The Development Of Eastern Indonesia.** YIPD/CLGI's Local Government Management Specialist attended a seminar on improving the public policy process and strengthening local government capacity in eastern Indonesia.
- **State Ministry for Civil Service and Administrative Reform.** YIPD/CLGI's Local Government Management Specialist was invited to participate in a workshop on innovation of public service initiatives held by State Ministry of for Civil Service Administration (Kementrian PAN).

YIPD/CLGI invited Ms. Nuraida Moekhsen, PhD., Deputy Assistant from the Dept of Human Resources, State Ministry for Civil Service and Administrative Reform to Kabupaten Lombok Timur, Nusa Tenggara Barat, to provide a broader perspective and direction for the job analysis activities during the 2<sup>nd</sup> phase of YIPD/CLGI's Organizational Development Program.

- **United Nations Development Program (UNDP).** YIPD/CLGI declined to work on the UNDP Paragon Decentralization and Poverty Reduction Project. The contract was valued at US\$ 6,000.
- **University of Southern California (USC).** YIPD/CLGI is still waiting for a decision on its joint USC-YIPD/CLGI proposal to the U.S. Department of State US-INDO Inter-Faith Conflict Resolution Exchange Program.
- **Urban and Regional Development Institute (URDI).** YIPD/CLGI assisted in organizing the 2<sup>nd</sup> Local Governance Forum (LGF) held in Makassar. The focus of the LGF was to share ideas in managing poverty alleviation and the local environment for local governments in eastern Indonesia.
- **United States Agency for International Development (USAID).** YIPD/CLGI was requested by ICMA/BIGG to supply the names of Indonesian cities for possible inclusion as candidates in their Resource Cities program. YIPD/CLGI participated in a Roundtable Discussion on the new USAID Mission Strategy for Indonesia specifically related to changes in the democracy and governance and decentralized local government programs. YIPD/CLGI met with Family Health International (FHI) representatives to discuss ways to strengthen collaboration in Kabupaten Mimika.

- **World Bank.** YIPD/CLGI is still waiting for a decision on the World Bank's Dutch Trust Fund regional regulations (*perdas*) study. This study will include a categorization and content analysis of the full set of *perdas* in selected districts since 2001.

### **Task 3. Products and Services – Marketing Sustainability**

#### Strengthening Local Government / Governance Capacity

##### A. Performance Measurement / Management

YIPD/CLGI published its Performance Management Manual, based on the results of its year-long performance management initiatives in the City of Pontianak. The manual will be distributed throughout the country to donors and local governments, the latter using it as a tool when YIPD/CLGI replicates performance management activities in new locations.

- **City of Pontianak, West Kalimantan.** YIPD/CLGI's Local Government Management Specialist continued the process of measuring performance within the solid waste management sector in selected pilot areas of the city. As a result of the performance measurement program, remaining garbage in the temporary dump site (TPS) based on its outcome indicators showed significant improvement. Discussions continued with the publisher of the local newspaper to become involved in the solid waste activities develop by the city government.
- **Kabupaten Sleman, Central Java.** YIPD/CLGI provided input on a proposal to continue cooperation between the Center and local government of Sleman on Performance Management activities for FY 2004. The local government expressed its desire to cover all service delivery units in the program.
- **Kabupaten Bangli, Bali.** No activities to report this Quarter.
- **City of Gorontalo, Gorontalo, Sulawesi (YIPD/CLGI-CIDA Partnership).** YIPD/CLGI implemented a three-day performance management training session attended by 37 local government officials. Four public services were identified for initial performance management assistance: (1) solid waste management, (2) public health, (3) transportation, and (4) local markets. The training was well received and there was a request to expand the training to all office heads to increase the possibility of actual implementation of the program.

YIPD/CLGI attended a briefing session with LP2G (*Lembaga Pengkajian Pembangunan Gorontalo*) in Gorontalo. The session was held for LP2G staff to provide a basic understanding on how to conduct the qualitative survey (focused group discussion) as well as quantitative survey among local government officials. In the briefing session, YIPD/CLGI served as resource persons as well as project-owners, which not only provided LP2G with basic materials but verified LP2G capabilities as well. This verification step is crucial to CLGI's understanding of the extent of support that will be needed by LP2G as YIPD/CLGI's counterpart in implementing the Performance Management program in Gorontalo.



YIPD/CLGI's Local Government Management Specialist and Training Specialist assisted the Center's local counterpart, LP2G in conducting a focused group discussion (FGD) for the health sector. The FGD was conducted in two different public health clinics, Puskesmas Dulalowo and Tulopodo.

YIPD/CLGI assisted the three local government working groups nominated to serve as pilots in developing service improvement action plans (SIAPs) documents as part of performance management, an activity to run through the first Quarter of 2004.

B. Asset Management

- **Kabupaten Sleman, Central Java.** YIPD/CLGI assisted Kabupaten Sleman in improving its property asset management. Local government staff completed property appraisals of 90 property parcels. The appraisal report will be finished in January 2004. Consistent with the MOU for Phase II, Kabupaten Sleman provided lodging and other logistical support for YIPD/CLGI staff during visits to Sleman.

C. Performance Budgeting

- **Kabupaten Morowali, Central Sulawesi (YIPD/CLGI-CIDA Partnership).** YIPD/CLGI's Financial Management Specialist, together with two Finance Staff from Kabupaten Sleman, delivered an initial two-day training on principles of performance budgeting. The training was attended by 40 local government staff and was well received. The post-training evaluation survey revealed that further training is needed with emphasis on exercises to fill out standardized budget forms prepared by MOHA. Following the training, YIPD/CLGI sent a letter to the Kabupaten Morowali management team with a set of follow-up recommendations to improve/strengthen local government performance budgeting skills.

D. Change Management:

- **City of Pontianak, West Kalimantan.** No activities to report this Quarter.

E. Strategic Management / Planning

- **Kabupaten Sidenreng Rappang, South Sulawesi (YIPD/CLGI-CIDA Partnership).** YIPD/CLGI's Local Government Management Specialist assisted the Sidrap local government working groups and the teams from Kecamatan Maritangae and Tulo chosen as pilot areas in developing their individual strategic plans based on locally identified strategic issues. YIPD/CLGI partnered with the Sulawesi-based PSKMP-UNHAS (Center for Public Policy and Development Planning Studies, Hasanuddin University, Makassar) to provide guidance in the preparation of the strategic plans.

F. Structural, Institutional and Organizational Development

- **Kabupaten Lombok Timur, NTB.** YIPD/CLGI continued its participatory program on local government organizational structure and institutional development for Kabupaten Lombok Timur. Stage two is a three-month program (November 2003 – January 2004) being implemented as a follow-up action to the first stage, which undertook an institutional analysis of the local civil service. Focus

during stage two will be on analysis of main tasks and responsibilities of each new local government unit identified during the first stage. *Yayasan Dinamika Pembangunan Masyarakat* (YDPM) remained YIPD/CLGI's local professional counterpart assisting the local government of Kabupaten Lombok Timur to define tasks and responsibilities for each local government unit. YIPD/CLGI invited Mrs. Nuraida from the State Ministry for Civil Service Administration as a resource person. She focused her discussion on Government Regulation (PP) No. 9/2003 dealing with rotation, advancement and termination of civil servants.

- **Kabupaten Sinjai, South Sulawesi (YIPD/CLGI-CIDA Partnership).** YIPD/CLGI facilitated a meeting between the local government of Sinjai and City of Makassar, both in South Sulawesi, to discuss tripartite collaboration in implementing the job analysis program in Sinjai. YIPD/CLGI proposed to utilize a resource person from Makassar as a facilitator in the Job Analysis Training sessions in Sinjai. The City of Makassar was chosen because it has been successful in conducting job analysis for all positions in their organizations, has developed job descriptions for all positions and is in the process of developing job requirements/competencies for those positions. A resource person was identified and was brought to Sinjai for the training.

YIPD/CLGI's Training Specialist delivered the opening session and a session on communication during the Job Analysis Training for 40 analysts. The opening session emphasized the role of job analysis in the reorganization program in Kabupaten Sinjai and in the local government human resource management system in general. It is planned that first results of the job analysis will provide additional information that will strengthen the arguments for the merger of certain positions in the new organization structure.

YIPD/CLGI's Training Specialist and the technical team of Sinjai met with the Bupati of Sinjai to discuss the schedule of the reorganization program. It was agreed that YIPD/CLGI and the technical team will provide their first draft of the new structure during the third week of January 2004, and that the technical team will provide primary and secondary data for analysis before January 4, 2004. The Bupati plans to announce the new structure early in 2004 to enable him achieve the targets set in the 2003-2008 Strategic Plan (Renstra).

YIPD/CLGI facilitated a meeting between the local government of Sinjai and Universitas Negeri Makassar (National University of Makassar) to discuss possible collaboration in conducting job analysis training/assistance. However, because the schedule proposed by Kabupaten Sinjai did not match UNM's schedule, both parties agreed that another party should replace UNM in this program.

#### G. Evaluation and Mapping Studies

- YIPD/CLGI's Local Government Evaluation Specialist and Information Specialist/Librarian continued work on the mapping study and preparation of the final documentation. Publication of this study in book form will be done in cooperation with URDI and is expected before the end of January 2004.

#### H. Private Sector Partnerships

- **Kabupaten Kutai Timur, East Kalimantan – PT. Bumi Resources (formerly Kaltim Prima Coal - KPC).** YIPD/CLGI maintained contact with PT. Bumi Resources and local government officials of



Kabupaten Kutai Timur, East Kalimantan, to follow-up on the status of the Request for Proposal (RFP) that is to be submitted to YIPD/CLGI prior to the initiation of any activities.

- **Kabupaten Kutai Kartanegara, Kabupaten Penajam Paser Utara and the City of Balikpapan – PT. UNOCAL Indonesia.** No activities to report this Quarter.
- **City of Bontang – PT. Pupuk Kalimantan Timur (PKT).** No activities to report this Quarter.
- **Kabupaten Teluk Bintuni & Kabupaten Manokwari, Papua – British Petroleum (BP).** YIPD/CLGI, in collaboration with its local partner Universitas Papua and under contract with BP, carried out the initial capacity building needs assessment (CBNA) for Kabupaten Manokwari and Kabupaten Teluk Bintuni. CBNA activities included interviews with senior local government officials, local NGOs, local businessmen, as well as local community leaders. CBNA is identifying the needs and priorities of the two local governments to improve their organizational and human resources development capacity. This activity is also an initial step to strengthen public-private partnerships in the area. The YIPD/CLGI Team interviewed selected Division Heads (*Kepala Dinas*), Head of *Bappeda*, and Assistant *Sekda*. The Team also conducted focused group discussions (FGDs) with community and private sector representatives, as well as FGDs with Heads of selected sub-divisions. Based on issues review, the team identified three programs needed by the local government of Teluk Bintuni: (1) Strategic Management, (2) Performance Budgeting, and (3) Administrative Reporting; and four programs needed in Kabupaten Manokwari: (1) Strategic Management, (2) Organization Development, (3) Performance Management, and (4) Performance Budgeting. YIPD/CLGI submitted the capacity building needs assessment report to BP. Formal presentation is expected in January 2004.
- **Kabupaten Paniai, Puncak Jaya and Jayawijaya, Papua – Freeport McMoRan.** Staff on the YIPD/CLGI-Citizens International consortium, under a US\$ 20,000 grant from Freeport McMoRan, New Orleans, commenced preliminary work on activities for the Papua Highlands Development Foundation study. An initial work plan was prepared and a draft of presentation materials to be given to various donors and other interested stakeholders was finalized. This activity will focus on the Kabupaten of Paniai, Puncak Jaya and Jayawijaya in the Indonesian province of Papua. YIPD/CLGI's share of the grant is US\$ 6,750.
- **Kabupaten Mimika, Papua – PT. Freeport Indonesia (PTFI).** YIPD/CLGI met again with PT. Freeport officials and agreed to implement a one-year initiative in Kabupaten Mimika, Papua. The total budget was reduced to approximately US\$ 70,000. Activities will focus on local government financial management and organizational development at the kecamatan (sub district) level of government. YIPD/CLGI fielded a two-person team for initial discussions with local Kabupaten government officials to gauge their responsiveness and commitment for selected interventions. Freeport McMoRan / New Orleans financed this initial visit.
- **Kabupaten Bojonegoro, East Java – ExxonMobil.** YIPD/CLGI is waiting for ExxonMobil to complete negotiations with Pertamina for a mutually beneficial contract arrangement to allow the company to commence full operations at the Cepu oil fields. Such an agreement will open the opportunity for YIPD/CLGI to return and follow-up on implementing the program described in its diagnostic review of Kabupaten Bojonegoro.

- **Sumatera – Talisman Energy.** No activities to report this Quarter.

**Central Kalimantan – Kalimantan Gold Corporation.** No activities to report this Quarter.

- **Hickling.** YIPD/CLGI attended a coordination meeting between Hickling Consultants and BIGG on financial management capacity building program planning.
- **SNC Lavalin.** No activities to report this Quarter.

#### I. Delphi Forecast of Conditions and Events of Importance to Local Governments

The Delhi Forecasting Study entitled “Delphi Forecast of Future Conditions and Events That Will Impact Local Governments of Indonesia During Years 2004-2008” was completed. Publication is expected during the first Quarter of 2004. The study's major findings were:

- (1) Social - citizen participation in local government will increase, but will be ineffective in improving public services unless their capacity is strengthened;
- (2) Political - the 2004 elections will increase democracy and accountability in local government; the press and critics will become more active in promoting change, and Indonesia's foreign policy will impact local policy;
- (3) Economic - hidden unemployment will increase, while proactive local governments will succeed in attracting investors, and foreign products will compete directly with local goods; plantations, agriculture, and tourism will increase; increased business risk will include inadequate security, heavy tax burdens, local regulations, and labor activities;
- (4) Environmental - degradation of the environment will increase, although local governments will try to confront the problem, and local government revenues from natural resources will decline; pollution will increase; forests will be depleted; and
- (5) Institutional - restructuring by local governments will use financial and human assets more effectively, but corruption threatens to squander local funds; where restructuring does not occur, public personnel costs will pre-empt local public investment.

#### J. Secretariat Function

- YIPD/CLGI hosted one Local Government Association Coordinating Group meeting during the Quarter. Members provided brief updates on the status of new Local Government Association (LGA) initiatives, progress with current programs and an update on best practices coordinating group / POKJA activities. YIPD, NDI and BIGG co-sponsored the LGA National Seminar (formerly the IULA Tool Kit National Roll Out).
- YIPD/CLGI, as the coordinator, provided a summary of the results of the working group meeting to the Best Practices Coordinating Group (BPCG). The information included a set of standards for best practices and a list of potential best practices candidates in Indonesia. Feedback was requested from the members on the future of the Best Practices Coordinating Group. Depending on the responses, the Best Practices Coordinating Group will either be discontinued or revitalized under a new format and mission.



## Task 4. Communications

### Clearinghouse

The Center's Innovation and Best Practices Clearinghouse continued to develop through the following activities:

### **Web site**

The following table is an evaluation of YIPD/CLGI Web site ([www.clgi.or.id](http://www.clgi.or.id)) usage for the Quarter just finished. (including September for which data was unavailable the previous Quarter).

General Statistic		September	October	November	December
<b>Hits</b>	Entire Site (Successful)	78,917	86,769	140,995	106,098
	Average Per Day	2,630	2,892	4,548	3,422
	Home Page	1,423	1,105	1,375	1,489
<b>Page Views</b>	Page Views (Impressions)	38,177	51,359	96,020	59,078
	Average Per Day	1,272	1,711	3,097	1,905
	Document Views	6,646	6,767	7,338	9,108
<b>Visits</b>	Visits	8,937	10,859	8,416	11,782
	Average Per Day	297	361	271	380
	Average Visit Length	00:13:23	00:15:13	00:12:51	00:16:03
	Median Visit Length	00:05:16	00:06:59	00:05:22	00:07:10
	International Visits	0%	0%	0%	0%
	Visits of Unknown Origin	100%	100%	100%	100%
	Visits from United States	0%	0%	0%	0%
<b>Visitors</b>	Unique Visitors	2,331	2,542	2,614	2,989
	Visitors Who Visited Once	1,637	1,666	1,772	1,933
	Visitors Who Visited More Than Once	694	876	842	1,056

Total Web site visitors have reach 24,500, an increase of 11,400 visitors (87%) compared to the previous Quarter. Average visitors per day are now 330. There are now 470 Web site members, an increase of 150 members (47%) compared to the previous Quarter.

Web site member statistics are described below (the six highest by percentage).

Status	Percentage
Students (college)	22.4%
Private sector	19.7%
Local Government officials	17.8%

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NGOs	7.8%
Consultants	7.4%
Lecturers	6.3%

Local government officials are divided into 3 categories – central/Jakarta (26%), regional (66%), and others (8%). The top six provinces are listed below.

Region	Percentage
Jakarta	25.8 %
West Java	15.0 %
Yogyakarta	9.1 %
East Java	8.9 %
Central Java	5.3 %
South Sulawesi	3.2 %

The Web site now contains 1,900 records in the local government directory, 50 best practices documents, 98 various references materials, 336 links and 1,999 electronic news items. The Clearinghouse now has Web site member maintenance, an activated Web site member mailing list (Info CLGI), which informs members of new uploaded information and to track the number of Web site visitors.

## Library

The YIPD/CLGI Clearinghouse now manages seven individual databases:

- Document database (599 records)
- Articles/papers database (526 records)
- Best practices database (107 records)
- Clippings database (2876 records)
- Local government directory database (more than 1,900 records)
- Institutions database (431 records)
- Local government capacity building program database (more than 500 records)

## Local Government Documentation Network

YIPD/CLGI is establishing a Local Government Documentation Network. The dummy for this network can be found at <http://pelatihan.lib.itb.ac.id>. The system still under construction and is working with various stakeholders to be completed as soon as possible.

## Clearinghouse Publications

- The 5<sup>th</sup> edition of the newsletter *Inovasi CLGI* published and circulated to approximately 600 addressees (local governments; NGOs; donor agencies; etc.)
- “*Modul Manajemen Kinerja Pelayanan Umum*” (Performance Management Manual) published and circulated to local government association, selected NGOs and selected local governments.
- “*Struktur Organisasi Pemda Dalam Media*” and “*Dana Alokasi Umum & Dana Alokasi Khusus Pemda Dalam Media*” – two compilations of selected news clippings for sale on request.



### III. DELIVERABLES AND REPORTS

- Prepared the YIPD/CLGI Quarterly Task Order Progress and Cost Report – October to December 2003 Development of the Foundation for Local Government Innovation. **Contact Person: LeRoy Hollenbeck**
- Prepared the Capacity Building Needs Assessment Report on Kabupaten Teluk Bintuni and Kabupaten Manokwari, December 2003. **Contact Person: Arintoko Utomo**
- Prepared the Status Update III: Assistance for Decentralization Efforts for CIDA, December 2003. **Contact Person: Arintoko Utomo**
- Published the Performance Management Manual, October 2003. **Contact Person: Alit Merthayasa and Asti Larasati**

### IV. PROBLEMS OR DELAYS AFFECTING THE TASK ORDER PERFORMANCE

The Project has 10 months to transform YIPD/CLGI into a financially self-sufficient organization with professional staff developing innovations in support of strengthening critical aspects of decentralization and improving performance and service delivery of local governments to local communities. There are no problems or delays negatively affecting the task order performance.

### V. WORK PLANNED FOR NEXT REPORTING PERIOD

The following activities are planned for implementation during the next Quarter.

#### Task 1. General Program Support Activities

- There are no activities to report under this task.

#### Task 2. Foundation Development

- YIPD/CLGI staff will focus on more fully integrating the two additional professional staff financed under other USAID projects into the Center. These are the national Education Specialist and the national Decentralization Policy Analyst.
- Efforts will continue to identify all Board members for FIGI, the U.S.-based “sister” 501(c)(3) charitable organization and to develop a business plan for generating donations.
- The national Executive Director of YIPD will commence work.

- The Local Government Association Coordinating Group will intensify its activities during the next Quarter. YIPD/CLGI, as the Secretariat, will host regular meetings.
- The Local Government Participatory Planning Coordinating Group will try to meet during the Quarter and focus its activities on compiling a donor matrix on participatory planning activities being implemented throughout the country. YIPD/CLGI, as the Secretariat, will attempt to be more pro-active in this regard.

### **Task 3. Products and Services**

- YIPD/CLGI will continue with Phase II asset management activities in Kabupaten Sleman. This will include the completion of the property appraisal report in January, the development of a rental/sales property portfolio, and drafting standardized asset disposal procedures.
- YIPD/CLGI will complete its organizational development activities in Lombok Timur and will start up a change management program.
- YIPD/CLGI will complete its mapping study, "Initiatives For Strengthening Local Government Capacity", a detailed account of donor-assisted decentralization projects in Indonesia. The book will be published in January 2004.
- YIPD/CLGI will initiate its collaboration with GTZ on the island of Lombok, NTB.
- Phase I of the CIDA-funded activities on with the four local governments on the island of Sulawesi will come to an end during the next Quarter.
- YIPD/CLGI activities funded by BP will intensify in the Bird's Head of Papua.
- YIPD/CLGI activities will also start in Kabupaten Mimika, Papua, with counterpart funding from PT. Freeport.
- YIPD/CLGI will complete the Freeport McMoRan grant-funded review of identifying interventions and obtaining financial commitments from other donors for a highlands development foundation in the Papua Kabupaten of Paniai, Puncak Jaya and Jayawijaya.
- YIPD/CLGI expects to start working in Kutai Timur with funding from PT. Bumi Resources.
- YIPD/CLGI plans to initiate a monthly publication called "Development Issues" (in English) to strengthen YIPD/CLGI's market position in public policy analysis.
- The Delphi Forecasting Study will be published.

### **Task 4. Communications**

- The Local Government Documentation Network will be completed.



- The mapping study will be put online.
- Efforts will be made to continue to enhance and improve the Web site.
- The 6<sup>th</sup> Edition of the newsletter *Inovasi CLGI* will be published
- The YIPD Roundtable Discussion Proceedings will be published
- YIPD/CLGI's short-term editor will complete the book on an analysis of the Indonesian *yayasan* law. The publication will be an assessment of Legal Administrative, Financial and Other Relevant Aspect of Indonesia Organizations – (Jan – Feb 04)

## VI. SPECIFIC ACTION REQUESTED

Follow-up action is required on finalizing the proposed subcontract between UI and YIPD/CLGI.

## VII. UP TO DATE SCHEDULE OF WORK

Although this is a new section for the SUM IQC Quarterly Report, while waiting for final agreement on a standard format/chart tracking and comparing actual results to the desired outcomes established in the Task Order work plan, the format used in previous quarterly reports is presented below.

### Task 1. General Program Support Activities

No.	Activities	Deadlines	Responsible Parties	Benchmarks
1.	<u>DFLGIP Year 3 Work Plan Preparation/Approval</u>	Oct '03-Jan '04	YIPD/CLGI Staff & Board Members, DLG / USAID	Year 3 Work Plan prepared; approved by USAID
2.	<u>DFLGIP Semi-Annual Work Plan Review (Year 3)</u>	Apr-May '04	YIPD/CLGI Staff, DLG/USAID, Associations, other stakeholders	Updated Year 3 Work Plan
3.	<u>DFLGIP Annual Report/Work Plan Update (Year 3)</u>	Jul-Aug '04	YIPD/CLGI Staff, DLG/USAID	Work Plan update completed

## Task 2. Foundation Development

No.	Activities	Deadlines	Responsible Parties	Benchmarks
4.	<u>Recruit Foundation Executive Director</u>	Mar '04	YIPD/CLGI Board Members, YIPD/CLGI Staff	National Executive Director recruited
5.	<u>Review Organization Development Plan</u>	Jan-Mar '04	YIPD/CLGI Staff	Plan produced
6.	<u>Foundation Staff Training</u>	Oct '03-Aug '04	Training Specialist	Participant and Instructor Evaluations.
7.	<u>Prepare Resource Development Plan (Business Plan) Incl. budget centers</u>	Jul '04	YIPD/CLGI Staff	Plan produced
8.	<u>"Operationalize" "Sister" Foundation in U.S.</u>	Oct '04	Executive Director; UI-D.C.; Chemonics PMU;	501(c)(3) charitable org. functioning
9.	<u>Expand Networking Activities</u>	Oct '04	YIPD/CLGI Staff	Strengthened collaboration leading to concrete partnerships



### Task 3. Products and Services

No.	Activities	Deadlines	Responsible Parties	Benchmarks
10.	<u>Innovations</u> Performance Mgmt and Asset Mgmt Innovation Projects concluded in Sleman & Pontianak; Change Management innovation project continues	Oct '04	Technical Services Director, Mgmt and Financial Mgmt. Specialists, Training Specialist, selected expert consultants	Documents describing the services and implementation plan for selected local governments
11.	<u>Certification Training</u> Training program in Performance Mgmt for local governments and their associations leading to certification	Oct '04	Technical Services Director, Training Specialist, selected expert consultants	Training designs and materials, in Indonesian, with formative evaluation reports
12.	<u>Private Sector Initiative/Partnerships</u> ExxonMobil-Bojonegoro BP-Papua Bumi Resources-East Kalimantan Freeport-Papua ConocoPhillips-Java Talisman-Sumatera UNOCAL-E. Kalimantan	Oct '03-Oct '04	Executive Director, Finance, Management, and Training Specialists	Report containing assessment and recommendations for local government capacity building programs
13.	<u>Organizational Development-Lombok Timur &amp; Mataram (gtz)</u> Organizational needs assessment; nomenclature; tasks and functions analysis	Oct '03-Oct '04	Evaluation Specialist, Finance, Management and Training Specialists	New kabupaten structure
14.	<u>CIDA-Sulawesi</u> Collaborative project to assist 5 local governments in Sulawesi on general and financial management topics	Mar '04	Executive Director, Finance, Management, and Training Specialists	Documents describing the services and implementation plan for selected local governments
15.	<u>Mapping study</u> Mapping of Local Government officials' capability building needs	Jan '04	Evaluation Specialist	Complete database on local governments

#### Task 4. Communications

No.	Activities	Deadlines	Responsible Parties	Benchmarks
16.	<u>Acquisition of Information</u> Collect/update information on local government innovations and best practices, expert consultants and organizations, local gov't directory and donors.	Oct '02-Oct '04	Technical Services Director; Information Specialist; cooperating local government association staff	Appropriate reference materials plus directories and cross indexes for database
17.	<u>Clearinghouse Formative Evaluation</u>	May '03-Mar '04	Information Specialist; user groups	Formative evaluation report
18.	<u>Web Site Maintenance</u> Continue to make the Web site more user friendly; expand documentation network utilizing online catalogue	May '03-May '04	Information Specialist	Increase Web site documentation by 10%
19.	<u>Newsletter</u> Sixth issue Foundation Quarterly Newsletter	Jan '04	Information Specialist; Evaluation Specialist	Sixth edition of the Newsletter published



## **ATTACHMENT**

### **Reports, Papers, Publications**

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### Reports, Papers Publications

1. Center for Local Government Innovation, Kajian Hukum Terhadap Pelaksanaan Otonomi Daerah Menurut Undang-Undang 22/1999, September 2002.
2. Center for Local Government Innovation & APKASI, Presentasi Hasil Kajian Dana Alokasi Umum (DAU), 8 August 2002.
3. Citizens International and YIPD/CLGI, "GDA Concept Paper: Regional Foundation for Health, Education and Economic Development in Indonesia's Central Highlands of Papua", March 2003.
4. Citizens International and YIPD/CLGI, Proposal to Gulf-ConocoPhillips, March 2003.
5. Citizens International and YIPD/CLGI, Proposal to Talisman Energy Inc., March 2003.
6. Hasan, Azwar, "Bureaucracy Reform Through Local Government's Employee Selection Process", Bisnis and Birokrasi Journal, University of Indonesia, Jakarta, February 2003.
7. Hasan, Azwar, Manual Organizational Development Analysis for Local Government Structure and Organization, Kabupaten of East Lombok, June 2003.
8. Hasan, Azwar, "Parameter Good Practices for Local Government Programs in Indonesia." Published in *Inovasi CLGI* 3<sup>rd</sup> Edition, April 2003.
9. Hasan, Azwar, "Proceedings: Roundtable Discussion Kaji Kritis PP No. 8/2003", regarding local government structure and organization, June 2003.
10. Hasan, Azwar, "Review of Legal, Administrative and Tax Aspects in Nonprofit-oriented Organizations in Indonesia" (English and Indonesian), January 2002.
11. Hollenbeck, LeRoy, "Sustaining a Competitive Advantage in a Decentralized & Global Environment: Partnerships and Innovation", paper presented at the Rapat Pimpinan Daerah, Rapat Kerja Kadin Sul-Sel 2002 dan Diskusi Panel Sulawesi Selatan "Hari Ini dan Esok", Makassar, 7 September 2002.
12. Juliani, S., "Assessment of Legal, Administrative, Financial and Other Relevant Aspects of Indonesian Organizations as Input Toward the Formation of a Center for Local Government Innovations" (English and Indonesian), January 2002.
13. Madanika Foundation, "Report of Focused Group Discussions in the City of Pontianak", August 2002.
14. Madanika Foundation, "Report of Multi-service Household Survey in the City of Pontianak", September 2002.



15. Merthayasa, Alit, "Service Improvement Action Plan as a Tool for Performance Management of Local Governments", a paper presented at the 5<sup>th</sup> IRSA (International Regional Science Association) International Conference in Bandung, West Java, July 18-19, 2003.
16. URDI, TUGI and CLGI, "Menuju Pembangunan Daerah Lebih Baik", a descriptive collection of programs/projects addressing the issues of Indonesian poverty alleviation, regional autonomy and good governance, August 2003.
17. Utomo, Arintoko, "Alternative Tax Strategies for Local Government", a presentation for '*Seminar on Law 34/99 (Local Tax and User Charge)*' held by Regional Autonomy Watch on August 22, 2002, Horizon Hotel, Bekasi.
18. Utomo, Arintoko, "Initiatives to Improve Local Government Revenue Through Better Property Asset Management", an article for September '02 edition of magazine '*Forum Inovasi dan Ketatapemerintahan yang Baik*' (MPP program - Univ. of Indonesia).
19. Utomo, Arintoko, "Initiatives to Improve Local Government Revenue Through Better Property Asset Management", an article for March '03 edition of the magazine '*Bujet*', published by the Bandung Institute of Governance Studies.
20. YIPD/CLGI, "Assistance for Decentralization Efforts: A Proposal for a Diagnostic Review of ExxonMobil's Cepu Area of Operations", October 2002.
21. YIPD/CLGI, "Capacity Building for Building Local Capacity -- A Proposal for BP – Tangguh, Papua" (Draft 1), March 2003.
22. YIPD/CLGI, "A Proposal to BP: Capacity Building for Building Local Capacity, Strengthening Local Institutions in Kabupaten Teluk Bintuni and Manokwari, Papua" (Final), May 2003.
23. YIPD/CLGI, Final Report Human Resources Assessment/Diagnostic Review, Kabupaten Bojonegoro, East Java, March 2003.
24. YIPD/CLGI, '*Inovasi CLGI* (Newsletter)', Edition 1, October–December 2002, English & Indonesian, January 2003.
25. YIPD/CLGI, '*Inovasi CLGI* (Newsletter)', Edition 2, January–March 2003, Indonesian, February 2003.
26. YIPD/CLGI, '*Inovasi CLGI* (Newsletter)', Edition 3, April–June 2003, Indonesian, April 2003.
27. YIPD/CLGI, '*Inovasi CLGI* (Newsletter)', Edition 4, July–September 2003, Indonesian, July 2003.
28. YIPD/CLGI, '*Inovasi CLGI* (Newsletter)', Edition 5, October–December 2003, Indonesian, October 2003.

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29. YIPD/CLGI, Quarterly Task Order Progress and Cost Report – October to December 2001 Development of the Foundation for Local Government Innovation, December 2001.
  30. YIPD/CLGI, Quarterly Task Order Progress and Cost Report – January to March 2002 Development of the Foundation for Local Government Innovation, March 2002.
  31. YIPD/CLGI, Quarterly Task Order Progress and Cost Report – April to June 2002 Development of the Foundation for Local Government Innovation, June 2002.
  32. YIPD/CLGI, Quarterly Task Order Progress and Cost Report – July to September 2002 Development of the Foundation for Local Government Innovation, September 2002.
  33. YIPD/CLGI, Quarterly Task Order Progress and Cost Report – October to December 2002 Development of the Foundation for Local Government Innovation, January 2003.
  34. YIPD/CLGI, Quarterly Task Order Progress and Cost Report – January to March 2003 Development of the Foundation for Local Government Innovation, April 2003.
  35. YIPD/CLGI, Quarterly Task Order Progress and Cost Report – April to June 2003 Development of the Foundation for Local Government Innovation, July 2003.
  36. YIPD/CLGI, Quarterly Task Order Progress and Cost Report – July to September 2003 Development of the Foundation for Local Government Innovation, October 2003.
  37. YIPD/CLGI, Quarterly Task Order Progress and Cost Report – October to December 2003 Development of the Foundation for Local Government Innovation, January 2004.
  38. YIPD/CLGI, “Strengthening Local Government Financial Management Systems & Improving Performance and Public Services Delivery”, A Local Government Capacity Building Proposal for the Kabupaten Government of Mimika, Papua and PT. Freeport Indonesia, May 2003.
  39. YIPD/CLGI, “Capacity Building Needs Assessment Report on Kabupaten Teluk Bintuni and Kabupaten Manokwari”, December 2003.
  40. YIPD/CLGI, “Status Update III: Assistance for Decentralization Efforts - CIDA”, December 2003.
  41. YIPD/CLGI, “*Modul Manajemen Kinerja Pelayanan Umum*” (Performance Management Manual), October 2003.



## **ATTACHMENT**

### **Tables/Charts**

**Table 1.**  
**YIPD/CLGI INVENTORY LIST**

No.	Description	Model	Unit
	<i>Computer Equipment</i>		
1	Desktop	Compaq Deskpro	2
2	Desktop	Compaq Presario	8
3	UPS	APC BP 500i	11
4	Printer	Laserjet 1000	3
5	Printer	Laserjet 1200	1
6	Printer	Deskjet 920CXI	1
7	Portable Printer	HP 350 CBI	1
8	Notebook	Compaq	2
9	Notebook	Compaq EVO N110	1
10	Notebook	IBM Thinkpad R31	2
11	Notebook battery	Compaq Presario	1
12	Notebook battery	Compaq EVO N110	1
13	Scanner	HP 5400	1
14	Cable Modem	D - Link DCM 200	1
15	Printer Server	D - Link DP101	1
16	Broadband Router	USR 800	1
17	Switch 16 Port	D-Link	1
18	Ethernet Card		1
19	Server	HP TC2110	1
20	Memory Card	512 MB SD	1
21	Modem	ADSL	1
	<i>Furniture</i>		
1	Manager's Chair		11
2	Secretary's Chair		2
3	Meeting Chair		28
4	Student's Chair		25
5	Clearinghouse Chair		12
6	Working Desk		17
7	Mobile Drawer		8
8	Meeting Table		2
9	Side Table		9
10	Computer Desk		5
11	Bookshelf		7
12	Filing Cabinet	4 drawers	7
13	Filing Cabinet	2 drawers	1
14	Bookrack		3
15	Hanging Bookrack		14
16	Panel/partition		6
17	Canopy		1



Table 1. cont'd.

No.	Description	Model	Unit
<i>Air Conditioner</i>			
1	Air Conditioner	Eolia 1.5HP	2
2	Air Conditioner	Eolia 1HP	1
3	Air Conditioner	National 1HP	2
<i>Phone</i>			
1	PABX	Panasonic TA – 616	1
2	Telephone Display	Panasonic KX - T7330	3
3	Telephone Standard	Panasonic KX - T7350	6
4	Telephone Single Line	KX – TS3MX	6
5	Cell phone	Motorola 7689	1
6	Cell phone	Motorola 189	1
7	Cell phone	Motorola T190	1
8	Cell phone	Nokia 5110	1
9	Cell phone	Nokia 3310	1
<i>Other</i>			
1	Fax Machine	Panasonic KXF P 302CX	1
2	Infocus	LP-280	1
3	Typewriter	Brother	1
4	TV	Sony 29"	1
5	Digital Camera	Nikon Coolpix 5000	1
6	Flip Chart		4
7	White Board		5
8	Portable Screen		1
9	Cash box		1
10	Brandkast (Safe)	Royal	1
11	Refrigerator	LG GR-232DV	1
12	Microwave	Usatech	1
13	Rice Cooker	Miyako	1
14	Blender	Miyako	1
15	Dining Table		1 set
16	Stove		1
17	Gas Tank		2
18	Regulator		1
19	Dishes	2 tea set, 1 dinner set,	